



236 Grand Street

Waterbury, CT 06702

(203) 574-6761

The City of Waterbury

Department of Human Resources

Performance Appraisal

DEPT: _____ DATE: _____

NAME: _____

TITLE: _____ APPRAISAL PERIOD: _____ to _____

TYPE: ☐ Probationary HIRE DATE: _____

☐ Annual DATE STARTED IN POSITION: _____

The purpose of this appraisal form is to open and document a discussion between a manager and an employee regarding job expectations and performance. This form may be used: for an employee development plan, as a component of a promotional exam or selection process, and to document disciplinary action.

Completing this appraisal:

1. Review the Performance Appraisal Policy
2. If you have any questions about the policy or reviewing employees contact Human Resources.
3. Fill in page 2 through 5 by indicating the appropriate rating.
4. Obtain next level manager signature. Department procedures may require Department Head sign-off.
5. Conduct a conversation with the employee regarding ratings.

Submit the Performance Review Record to Human Resources for review and permanent filing. Probationary failures must be approved by the Director of Personnel prior to meeting with the probationary employee.

PERFORMANCE LEVELS

EXCEEDS EXPECTATIONS - Outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to the objectives of the Department, Bureau and the City.

SATISFACTORY PERFORMANCE - Good performance with incumbent fulfilling all position requirements and, on occasion, generating results above those expected for the position.

NEEDS IMPROVEMENT - Performance does not meet expectations. Situation requires prompt attention and an action plan to address deficiencies.

JOB KNOWLEDGE

Knowledge of policies and procedures; or knowledge of techniques, tools, equipment, procedures, and materials.

- _____ EXCEEDS EXPECTATIONS Knows and understands all policies, procedures and processes so thoroughly that employee is a resource for co-workers.
 - _____ SATISFACTORY PERFORMANCE Knows and understands all policies, procedures and processes, and effectively uses skills and resources to meet job expectations, rarely requiring assistance from supervisor or co-workers.
 - _____ NEEDS IMPROVEMENT Limited knowledge of job, lacks knowledge to perform job properly, frequently requires assistance or instruction.
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QUALITY OF WORK

Freedom from errors and mistakes. Accuracy, quality of work in general.

- _____ EXCEEDS EXPECTATIONS Produces error-free work, takes actions to minimize re-work.
 - _____ SATISFACTORY PERFORMANCE Usually produces error-free work. Quality satisfactory.
 - _____ NEEDS IMPROVEMENT Makes frequent mistakes that result in waste, service delays or complaints, and require additional work or re-work.
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QUANTITY OF WORK

Work output of the employee in measurable terms.

- _____ EXCEEDS EXPECTATIONS Completes own assignments & regularly requests or takes on additional assignments.
- _____ SATISFACTORY PERFORMANCE Handles volume of work expected, completes assignments on-time.
- _____ NEEDS IMPROVEMENT Below expected output, leaves work or assignments for others to do.

CUSTOMER SERVICE

The degree to which the employee responds to internal and external customers to provide answers and solutions to routine or complex questions, or problems that might arise in daily interactions.

- _____ EXCEEDS EXPECTATIONS Anticipates necessary actions, frequently provides creative solutions, suggests better ways to solve problems and serve citizens and customers.
- _____ SATISFACTORY PERFORMANCE Recognizes the customer (citizens, clients, co-workers), makes customer satisfaction a priority, and places their needs above personal needs. Cooperates with others to achieve objectives.
- _____ NEEDS IMPROVEMENT Does not always promptly recognize customer requests, does not accept responsibility, waits for direction, delays action, or acts in a manner that causes complaints.

COMPLIANCE

Follows all applicable policies, procedures, standards, and laws that relate directly to position and department. Observes safety and other regulations.

- _____ EXCEEDS EXPECTATIONS Regularly acts as described in "Satisfactory Performance", takes action to reduce hazards, accidents, complaints or problems, recommends improvements to existing procedures or processes.
- _____ SATISFACTORY PERFORMANCE Always follows City policies, safety regulations, department rules, standard operating procedures and established processes.
- _____ NEEDS IMPROVEMENT Does not comply with policies, regulations, rules, standard operating procedures and established processes. Absence/tardiness has caused service delays or added costs to operations.

COMPLETE THIS SECTION FOR SUPERVISORY PERSONNEL ONLY

PLANNING AND ORGANIZING

The ability to analyze work, set goals, develop plans of action, utilize time.
(Consider amount of supervision required and extent to which
you can trust employee to carry out assignments).

- _____ EXCEEDS EXPECTATIONS Meets and exceeds departmental goals on or ahead of schedule by establishing clear goals and communicating expectations.
- _____ SATISFACTORY PERFORMANCE Sets reasonable expectations in achievable time frames, allocates appropriate resources, communicates clearly and completely.
- _____ NEEDS IMPROVEMENT Poor planning leads to waste, delays, and/or disorganization.

DIRECTING AND CONTROLLING

The ability to create a motivating climate, achieve teamwork, train
and develop, measure work in progress, take corrective action.

- _____ EXCEEDS EXPECTATIONS Leads by example. Maximizes departmental resources to attain highest productivity and achieve goals.
- _____ SATISFACTORY PERFORMANCE Provides sufficient leadership, guidance and direction to employees.
- _____ NEEDS IMPROVEMENT Lacks necessary leadership skills, deficient follow through, group not functioning at acceptable levels.

DECISION MAKING

The ability to make decisions (quality and timeliness of decisions).

- _____ EXCEEDS EXPECTATIONS Decisions are always made in the best interests of the client/customer and are made in a timely manner.
- _____ SATISFACTORY PERFORMANCE Good decisions are frequently made and usually satisfy the needs and requirements of client/customer.
- _____ NEEDS IMPROVEMENT Indecisive or ineffective decision making skills. Issues are left unresolved causing others to assist or rectify situation.

ATTENDANCE / PUNCTUALITY

Comes to work daily and conforms to scheduled work days and hours.

_____ SATISFACTORY PERFORMANCE Employee is prompt and regular in attendance, with occasional pre-planned absences.

_____ NEEDS IMPROVEMENT Frequent absences or tardiness.

OVERALL EVALUATION

Employees receiving more than one NEEDS IMPROVEMENT cannot receive an Overall Evaluation of SATISFACTORY PERFORMANCE or EXCEEDS EXPECTATIONS

_____ EXCEEDS EXPECTATIONS

_____ SATISFACTORY PERFORMANCE

_____ NEEDS IMPROVEMENT

EMPLOYEE COMMENTS

EMPLOYEE'S SIGNATURE: _____

Signing this form only indicates that this form has been discussed with me.

FOR PROBATIONARY REVIEW ONLY: I DO ____ DO NOT ____ Recommend continued employment of this probationary employee.

Prepared by: _____ Supervisor

Date: _____

Approved by: _____ Next Mgmt. Level

Date: _____

Approved by: _____ Dept Head

Date: _____ (Required for Probationary Employees)

Reviewed and approved by: _____ Personnel Director

Date: _____ (Probationary Employees Only)